

THE EXCEL CENTER

2011-2012 Performance Analysis

Core Question 2: Is the organization effective and well-run?

2.1. Is the school in sound fiscal health?	
STANDARD	The school presents significant concerns in no more than <u>one</u> of the following areas: a) its state financial audits (e.g., presence of “significant findings”); b) its financial staffing and systems; c) its success in achieving a balanced budget over the past three years; d) the adequacy of its projections of revenues and expenses for the next three years; e) its fulfillment of financial reporting requirements under Sections 10 and 17 of the charter agreement. In addition, if the school presents significant concerns in one area, it has a credible plan for addressing the concern that has been approved by the Mayor’s Office.

2011-12 Performance: **Meets Standard**

A) The School’s Financial Audits (e.g. presence of “significant findings”)

The Excel Center had no material weaknesses or significant deficiencies in their 2011-12 audit. Their auditors stated, “In our opinion, the financial statements...present fairly in all material respects...” The audit did, however, reveal that the school had some challenges making deposits by the end of the business day. Greenwalt CPAs wrote in the supplemental statements of the audit “The following receipts were not deposited into the designated account by the end of the business day following the day of receipt”. They go on to provide a list of dates and deposit amounts. We will want to work with The Excel Center’s leadership to make sure that this action is corrected going forward, but it does not raise any significant concerns.

B) The School’s Financial Staffing and Systems

The school has established adequate staffing and systems for managing the school’s finances. Their staff includes a controller, Lori Thompson, to provide additional oversight. The Excel Center also contracts with Bookkeeping Plus for the preparation of their financial statements.

C) The School’s Success in Achieving a Balanced Budget Over the Past Three Years

The school has been able to operate with a balanced budget. This is demonstrated through their audit that shows revenue over expense of \$455,987 for the 2011-12 school year. This number considers both depreciation and interest expense.

D) The Adequacy of the School's Projections of Revenues for the Next Three Years

The Excel Center has submitted highly detailed budget projections for the next two years. The estimated revenue over expense for FY '13 is \$51,137. This drops in FY '14 when the estimated revenue over expense is \$105. The school has indicated that the expiration of an implementation grant in FY '14 valued at approximately \$260k explains a great deal of this increase. The school has also indicated that their goal is to break even each year. As a result, their approach to budgeting is conservative, and their budget estimates for coming years don't assume any additional subsidies, grants, or private funds that the school has yet to receive. Nonetheless, we will continue to work closely with the school to monitor this trend.

E) The School's Fulfillment of Financial Reporting Requirements under Sections 10 and 17 of the Charter Agreement

The school has fulfilled financial reporting requirements under Sections 10 and 17 of the charter agreement.

2.2. Are the school's student enrollment, attendance, and retention rates strong?	
APPROACHING STANDARD	The school's actual enrollment consistently falls short of target enrollment by <u>1-9%</u>. Student attendance and retention rates are consistently below the school's agreed-upon target rates.

2011-12 Performance: Approaching Standard

The Excel Center's rating is primarily based on attendance rates. The school exceeded enrollment targets set for 2011-12. The following chart displays the school's target enrollment compared with its official fall enrollment, as reported by the IDOE.

Year	Target Enrollment	Fall Enrollment	Percent Below
2011-12	750	832	N/A

Source: Official fall enrollment figures from the IDOE. Target enrollment is the maximum capacity from the school's charter agreement with the Mayor's Office, submitted by the school.

The 2011-12 attendance rate at The Excel Center was below the averages of both the county and the state.

	Excel	MC	IN
2011-12 Attendance rate	78.11%	96.06%	96.1%

No targets have been established for student retention rates for The Excel Center.

Based on the 2011-12 performance, the Excel Center was fully enrolled but fell below the state's target for student attendance. Therefore, the school is approaching the Mayor's Office standard for this indicator.

2.3. Is the school's Board active and competent in its oversight?	
STANDARD	The Board's membership collectively contributes a broad skill set and fair representation of the community; Board members are knowledgeable about the school; roles and responsibilities of the Board are clearly delineated; Board meetings reflect thoughtful discussion and progress in the consideration of issues; overall, the Board provides consistent and competent stewardship of the school.

2011-12 Performance: **Exceeds Standard**

The board of directors at the Excel Center is active, experienced, and provides competent oversight of the center as well as the Indianapolis Metropolitan High School. The board structure is clearly defined, and the board enhanced the mission of the school by linking the school to Goodwill Industries of Central Indiana. The Board has decided to form two executive committees, one focused on the Indianapolis Metropolitan High School and one focused on the Excel Center and its future campuses. The Board as a whole has plans to meet quarterly, with four meetings for each executive committee throughout the year.

The Mayor's Office regularly attends board meetings and examines minutes of meetings held by the board. At meetings, the board consistently makes quorum and actively engages in the oversight of many aspects of school operations, including financial management, academic achievement, curriculum, professional development, programming, and extra-curricular activities. The board is actively engaged in the governance of the school. Members not only offer a wide range of expertise, but also reflect the diversity of the community. Therefore, for 2011-12, the board was active and extremely competent in its oversight, and exceeds the Mayor's Office standard for this indicator.

2.4. Is there a high level of parent satisfaction with the school?	
STANDARD	More than 80% but less than 90% of parents surveyed indicate that they are satisfied overall with the school.

Not Applicable. The Excel Center did not administer parent satisfaction surveys as the school's student population is comprised of adult learners.

2.5. Is the school administration strong in its academic and organizational leadership?	
STANDARD	The school's leadership a) has sufficient academic and/or business expertise; b) has been sufficiently stable over time; c) has clearly defined roles and responsibilities among leaders and between leaders and the Board; d) actively engages in a process of continuous improvement which has led to some mid-course corrections.

2011-12 Performance: Meets Standard

The administration at The Excel Center is strong in academic and business expertise. In addition, the Excel Center benefits from an established relationship with Goodwill Education Initiatives, with the Chief Operating Officer (COO) serving this role within the organizational structure of the Excel Centers. Prior to serving as the Director of The Excel Center, the school's leader served as principal of the Indianapolis Metropolitan High School from 2004 to 2008. In 2009, he started the Indianapolis Metropolitan High School's Alternative Program for students who had serious behavior, academic and social issues. In addition to directing the Alternative Program, he served as Chief of School Operations at Indianapolis Metropolitan High School, supervising ten departmental areas related to Indy MET's school operations.

The School Director is aided by an Assistant Director who is responsible for coordinating professional development and the hiring process for new staff. The Excel Center also benefits from the expertise of staff at Goodwill Industries.

Leadership at the school has remained stable, and the school has demonstrated a clear commitment to continuous improvement. Therefore, for 2011-12, leadership at the school was well-organized, effective, and meets the Mayor's Office standard for this indicator.

2.6. Is the school meeting its school-specific organizational and management performance goals?	
Meets standard	School has clearly met its school-specific organizational goal.

Not Evaluated. The Excel Center did not have school-specific organizational and management performance goals to be evaluated for 2011-12.